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A SURVEY OF OPERATING CONDITIONS AT RCN AIR STATION HMCS SHEARWATER EASTERN PASSAGE, N.S.

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A SURVEY OF OPERATING CONDITIONS AT RCN AIR STATION HMCS SHEARWATER, EASTERN PASSAGE, N. S.

by

R.N. Frizell and H.C. Lansdell

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SURVEY OF OPERATING CONDITIONS AT RCN AIR STATION HMCS SHEARWATER, EASTERN PASSAGE, N.S.

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[redacted]

SURVEY OF OPERATING CONDITIONS AT RCN AIR STATION HMCS SHEARWATER, EASTERN PASSAGE, N.S.

Abstract

In January, 1951, at the request of the Director of Scientific Services for Navy, two members of the Human Engineering Section began a study of ways to increase the general efficiency of operating conditions at the RCN Air Station.

The problems considered were:

1. Dispersal of buildings and proposed layout of new buildings;
2. Motor transport and repair;
3. Internal communication systems;
4. Supply;
5. Recreation facilities and social amenities.

Frequent visits were made to the Station during the first half of the year. Discussions were held with various personnel concerned with the functions under consideration. Observational tours were made of the physical equipment of the station. A brief visit was made to the RCAF Station at Greenwood, N.S., for comparison.

Attention was focussed upon: (1) the need for closer liaison between NDHQ and local personnel in the planning of new buildings; (2) the need for determining the required amount of local autonomy; (3) the need for organizing efficient relations with HMC Dockyard; (4) the need for developing the station's social organization as a self-contained social unit; (5) the need for more personnel and equipment.

I. INTRODUCTION

This project is one of a series that was assigned to TAMSU (Time and Motion Study Unit) by DSS(N) (Director of Scientific Services for Navy).

On the dissolution of TAMSU, its commitments were assumed by the Human Engineering Section of Defence Research Medical Laboratories and this study was designated DRML Project No. 56-34-2.

II. THE PROBLEM

The problem was to make a study of methods of reducing the loss of productive man-hours in the operation of the RCN Air Station due to wide dispersal of activities and limited transportation.

Within this frame of reference certain functions were selected for study. The selection was made in the preliminary stages of investigation on the basis of the importance of these functions and the seriousness of inefficiencies in their operation.

No attempt has been made to accomplish an exhaustive study of the various factors in the operation of the station which might be suspected of contributing to general inefficiency; nor has there been any attempt at a rigorous scientific analysis of the individual departments investigated. Such studies were not requested.

III. THE PROCEDURE FOLLOWED

After a preliminary general discussion of the problems with both the Commanding Officer of the station and the Executive Officer, the officer-in-charge of each of the principal sections of the station was interviewed. Discussions with these officers were structured to provide a description of the proper function of each section and its sphere of operation, and an evaluation by each officer of the extent to which his department fulfilled its function. Account was taken of alleged deficiencies in physical equipment, problems related to personnel and the departments' general procedures. The discussions were followed up by tours of the departments' physical plants, and informal chats with key personnel.

The opinions and observations yielded by this process were sifted and compared in an effort to define and systematize the problems. In the main, the conclusions will be directed towards this end. Where specific recommendations seemed indicated on the basis of the evidence obtained, they will be presented as suggestions for action. They will be tendered with a fair degree of confidence, but are not to be regarded as 'last word' judgments.

Occasional references will be made to the RCAF Station at Greenwood, N.S.,* and comparisons will be drawn between it and Shearwater. Operationally the two are scarcely comparable. Essentially, Greenwood's role as a patrol and search-rescue unit is simple compared to that assumed by a training and support establishment in the specialized field of naval aviation. Greenwood operates only one principal type of aircraft as against four principal types at Shearwater. Nevertheless, if these basic differences are kept in mind, the RCAF Station should provide a useful yardstick against which at least some of the facilities at Shearwater may be evaluated. The two stations are approximately comparable in isolation and size (Strength: Greenwood - 825; Shearwater - 950). Since Greenwood has, in contrast to Shearwater, a continuous and unbroken development under the administration of one service, the RCAF, one might expect its operation to be comparatively smoother.

After a discussion of some general considerations which apply to the whole station, the following areas will be considered in more detail:

1. Dispersal of buildings, and proposed layout of new buildings.
2. Motor transport and repair
3. Internal communication systems.
4. Supply
5. Recreation facilities and social amenities.

The question of buildings is discussed first because this orientation is regarded as fundamental to a consideration of the other areas.

* See report Appendix B.

IV. SOME GENERAL CONSIDERATIONS

The RCN Air Station was constructed in the early years of World War II for the RCAF, and was taken over by the RCN in 1946. During the following two years finances remained under the administrative control of the RCAF. Full control was assumed by the RCN in 1948.

At present the operation of the station is inefficient in many ways, particularly with respect to physical layout, internal communications, transport, supply and liaison with headquarters.

The more obvious causes are:

1. The haphazard growth of the station (originally designed for another service);
2. Antiquated and overburdened equipment;
3. Insufficient and untrained personnel;
4. The isolation of the station from the Halifax depot and from headquarters at Ottawa.

Furthermore, there is evidence of poor morale. During the past few months, discharges (among Shearwater personnel) have been elected by about 80% of those eligible. For the whole RCN this figure is approximately 40%. The higher rate calls attention to the unique position Shearwater occupies among RCN stations. Personnel following the aeronautical trades have no choice of shore posting. From the viewpoint of these individuals, the disadvantages which the station itself offers are magnified by the longer duration of their postings. Moreover, the station is many miles from Halifax and Dartmouth, and transportation is limited. In view of the importance and relative isolation of the station, social amenities are sorely inadequate.

V. DISPERSAL OF BUILDINGS

The wide distribution of buildings on the station and the distances which must be travelled in the accomplishment of a day's work are a source of continual critical comment by those who live and work in this setting. A glance at the plan in Appendix A will give the reader some appreciation of the legitimacy of the common complaint. Perhaps with proper planning the establishment could have been compressed within an area one half the size. These conditions place a critical strain on the facilities of local transport and communication. The loss in man-hours is considerable. The continual daily annoyances damage morale.

Admittedly, these conditions, contingent to the uneven and sporadic development of the station, have been in large measure beyond the control of the Naval authorities. Matters of exigency have dictated the housing of the Supply Section in five separate buildings; Air Stores are located at the extreme opposite end of the station from the repair hangars; Motor Transport repairs is situated half a mile from the T.M. compound; the men are billeted a full ten minutes' walk from the centre of the work area.

Planning of New Buildings

As new buildings are planned, full cognizance must be taken of the present unsatisfactory conditions, and the design and location of the new buildings must be decided on the basis of thorough studies of the functions they will be required to perform. The movements of personnel in the performance of their duties, and also their movements to and from living quarters and mess halls should be considered. The nature of the work performed in the building may

require special consideration, e.g. whether noise or electronic interference will be significant. In many instances security or safety factors will be decisive. In the last analysis there will be necessarily much compromise. The important thing is that all these factors be considered, and their relative importance determined. Proper planning can relieve the stress on vital services and go a long way to creating work conditions which are satisfying and productive, and which are conducive to good morale.

The impression one receives is that in the past there has been a distinct lack of liaison between building planners at Headquarters and appropriate station personnel. Close co-operation between these groups could do a great deal toward effective planning, and also toward improving personal relations. There is a feeling among RCNAS personnel that Headquarters commonly ignores its recommendations and suggestions for further development of the station, and if this criticism is unfair, headquarters certainly does little to dispel it. One would expect that the interested officers on the station could contribute much to the development of workable plans, and they should be encouraged to do so. There is apparently no lack of effort on either side, but a lack of coordination of effort.

Discussions should be started very early in the planning process, as plans appear to crystallize rapidly once they are put on paper and the contractors' estimates received. It would be desirable to have the functional requirements established before the architect and contractor are consulted.

VI. MOTOR TRANSPORT

In view of the wide dispersal of buildings on the station and its remoteness from the Naval Dockyard and Depot, an adequate and efficient Motor Transport Section is an absolute necessity to smooth operation. The overwhelming evidence is that this situation does not obtain.

Three questions arise as paramount considerations in this problem:

1. Are the vehicles comparatively old and in short supply?
2. Would the situation be improved by increasing the vehicle pool through a reduction in the number of permanent loans now permitted?
3. What are the relations between the requirements of the station and the efforts of NDHQ to meet them?

The lack is not in number of vehicles but in number of modern serviceable vehicles of specific types. For example, at the time of investigation, thirteen out of a total of fourteen stake trucks were more than eight years old, and, of these, five were laid up for major repairs. The situation with regard to passenger vehicles was almost as bad, though we understand that several new pieces have been added in recent weeks.

Out of a total of 125 pieces of equipment on the roster, fourteen are held in the Motor Transport pool. The remainder are permanently allocated to various departments and individuals. Single-purpose vehicles such as fire-trucks, ambulances, bowsers, etc., which are obviously of use to specific departments only are quite properly consigned for their exclusive use. The wisdom of so allocating vehicles which are in demand by many departments may be questioned. Patently such vehicles are going to have many idle hours. This is undesirable in the face of the number of unfulfilled demands for transport made upon the pool.

The principal arguments advanced against withdrawing permanent loan of these vehicles are:

1. In cases where the movement of tradesmen to their places of work is involved, delays are experienced in getting transport from the pool since drivers do not report to work until 8:00 A.M., the time that tradesmen are ready to proceed to their jobs;

   The use of pool transport is further delayed by the drivers' daily inspection routine which must be performed before the vehicles are taken from the garage. Fuelling, especially, is a slow business since there is only one gas pump in the compound;

2. It is not desirable to have to wait for transport in emergency situations which require the immediate presence of certain personnel.

With regard to (1) we were advised by the officer-in-charge that the early morning inspections are regarded as obligatory under the present circumstances. Refuelling at night is out of the question because the naval personnel on duty at the petrol compound finish their day a half hour before the drivers. Moreover, garages are in a state of poor repair, and security inadequate: several cases of tampering with vehicles are known. Since the garages are unheated, it is a risky procedure to operate vehicles in cold weather without proper inspection beforehand. Great advantage would follow if evening inspections were possible.

Most complaints are because of delays resulting from lack of vehicles in the pool: (it should not take more than five minutes for a vehicle to reach any part of the station). The drawing of vehicles from the pool on permanent loan is the first phase of a vicious circle. The more vehicles that are withdrawn, the fewer available for the remaining departments.

It may be noted here that at no time did we encounter personal criticism of the officer-in-charge of the Motor Transport Section. On the contrary, he was described to us as a competent and conscientious officer.

This officer favors a pool system as the most economical and desirable method of handling Motor Transport generally. He is, of course, powerless to prevent the drain on his supply of vehicles when section officers apply through the proper channel to have vehicles consigned to them.

There are other interests to be served by the pool system in addition to that of a more equitable distribution of service. In the pool, as far as practicable, one driver is assigned to each vehicle. While it is required that only one person operates each of the loaned vehicles, in practice the task is commonly shared by several. When a vehicle is operated by tradesmen whose time is filled by their proper duties, they cannot be expected to devote the necessary amount of time to maintain this vehicle. Under such circumstances daily inspections are inclined to be less rigid. Regulations require that the vehicle be returned to the repair hangar every 500 miles for change of oil and mechanical check-up, but this is left up to the departments to whose care the vehicles have been consigned.

The possibility has not been ruled out that certain departments may require vehicles on permanent loans. In any case the question of allocations should be reviewed and an effective policy formulated. In implementing such a policy, the Motor Transport Officer should be protected against veto of his rulings by interested senior officers.

The obvious fact is that the existing pool is too small to serve the needs of the station; the fastest and cheapest method of augmenting it is to draw on the loaned vehicles.

Some relief is seen in view of recent and proposed additions of equipment by headquarters. However, it could be that the vehicles supplied by headquarters are not always of the types most urgently needed by the station. More extensive liaison between headquarters and RCNAS would probably be helpful.

Personnel

It is appreciated that the present recruiting rate prohibits the more general use of service personnel in all service and maintenance departments in the station. At such time as these men are available, however, the civilian drivers should be replaced. It is not suggested that those now employed are inferior operators but simply that service personnel are amenable to better disciplinary control and their hours of work are more flexible. When WRCNS personnel are recruited, they might well be considered as drivers.

Repair Facilities

The Motor Transport Repair Hangar is located at the harbor craft jetty, over half a mile from the main Motor Transport compound. Its remoteness is unfortunate from the aspect of the officer's supervision.

Eight mechanics are employed on engine and body repairs of all kinds, including major engine overhauls. They appear to have no time for minor repairs, and drivers commonly change and repair their own 'flats.' Occasionally, an engine needing extensive repairs or requiring the use of shop tools not available here is sent to the Dockyard.

There is a shop stores in connection with the repair hangar which stocks consumable parts, but major components must be demanded individually from Dockyard. The relation of this repair shop to the shop at the Naval Dockyard is a question of serious local contention. Shearwater is authorized to perform only minor services and repairs on its vehicles with the understanding that major engine work is to be done at the Dockyard. The experience at Shearwater suggests that it is undesirable to freight repair work to Dockyard, and that much time can be saved by doing the work locally. Since engine parts must be individually demanded, the saving in time is less than it would be if these parts could be stocked locally. Frequently it is a question of parts which could be purchased in the immediate vicinity of the station, but authority for such purchases has not been granted.

In theory, Dockyard Motor Transport Repairs services all vehicles for Army, Navy and Air Force in the area. In actuality, it appears that many establishments do their own work to some extent: RCAF Greenwood, for example, handles virtually all of its own vehicle repairs.

Although no figures can be presented to substantiate the view that the working system is preferable to the authorized one, there seems little doubt that such is the case. In addition to the unanimous opinion at Shearwater, agreement was expressed by the Dockyard Motor Transport section, and Greenwood's action speaks for itself.

Clearly, a decision must be made one way or the other. Either the unofficial method currently in use must be authorized and augmented by a completely stocked sub-stores and local purchase authority, or service with Dockyard be made effective. This study suggests that the former system is to be preferred.

Car manufacturers do not have standardized designs. One of the greatest problems is the number of different makes of parts which must be stocked. This is, of course, a matter of

policy and the question may be rather academic, but one wonders why each individual service establishment could not be supplied with a single make of the common types of vehicle. The supply problem would be simplified enormously.

VII. COMMUNICATIONS

An effective system of communication facilities is vital to the operational and administrative functions of the station. In terms of priority for development, it should rate at least equally with transport.

PBX System

The PBX has 300 local numbers. There are six lines to central and three direct lines to Dockyard. During busy hours the volume of calls to be handled is such that the service is seriously impaired.

At the time of investigation there were six operators employed. Two, plus the supervisor, are required on the day shift, and one on each night shift; this leaves one spare only for relief work. Another operator has been requested in order that two may be on duty in the evening from 17:00 to 23:00. There are times, e.g. when night flying is in progress, when one operator is not sufficient to handle the load.

It is almost impossible to obtain experienced operators. First, the Civil Service Commission has not been able to match the wages offered by the provincial telephone company. Second, because of the lack of civilian housing in the vicinity of the station, the operators must live, in the majority of cases, in either Dartmouth or Halifax. The result is that inexperienced girls must be hired and trained. About six months training is required normally to bring their performance to the required level; over the past three years, operators have remained typically between six months and a year and than left for better wages and working conditions in the cities. The head operator, an excellent worker and instructor, fortunately has remained with the establishment for several years. At such time as WRCNS's are available, they would presumably be considered for this type of duty.

Maritime Telephone and Telegraph have made a report on the estimated cost of installing a fully automatic exchange. A copy of this report could not be procured, but, apparently the estimate was such that it had been judged too expensive for 'Shearwater'. Such a system would, of course, solve all personnel and equipment problems.

The ordinary amenities which one might expect for the operators are entirely lacking. There is no rest room where the operators can relax during their relief periods, away from the cramped switchboard room. The washroom is at the extreme opposite end of the building. At night when one operator only is on duty, lengthy interruptions in service may occur.

The six outside lines are not sufficient to handle calls through central. In effect, there are only five lines since one must be kept open for emergency use. Reportedly the RCAF had ten lines to central: four were removed at the time when the RCN assumed control of the station. Application has been made to have these lines brought back into use, but no indication has been given as to when they are likely to be made available.

The exchange equipment currently in use is quite old but is in reasonably good condition, and the service which the telephone company gives is reported to be very good. There is no immediate demand for more telephones beyond normal replacements and additions. When

phones are required, of course, the same long delays are encountered in having the installations approved and effected as are experienced in all branches of the public service.

General Address and Intercommunication Systems

There is a very real need for a general announcement system. It is amazing that the Navy which recognizes this need on shipboard and handles it so effectively, should have ignored it in the shore establishment.

At the present time, general announcements must be promulgated by either letter or telephone. The former method is slow and laborious; the latter taxes an already overburdened PBX system. The PBX operator is frequently presented with a list of 10 or 15 persons who must be notified of staff meetings, parades, and so on. In cases of emergency, e.g. a runway crash, when various people must be contacted immediately, the switchboard may be tied up for minutes at a time. Serious delays and interruptions of the normal service could be avoided in the majority of such cases by the use of a one-way address system. In addition to announcements of local origin, there are an average of 25 to 30 signals received daily which must be given general distribution in printed form. As many as 150 copies may be required. A loud-hail system, properly controlled, would reduce the number of signals distributed in this manner.

The RCAF at Greenwood has made effective use of a sound truck for disseminating information of general interest to station personnel.* While this method is extremely useful for announcing such things as sports programs and general parades, restricted use to a selected area is not possible. It would scarcely replace the kind of address system suggested but it might well be considered as a supplementary means of communication.

Two-way intercommunication boxes are almost non-existent on the station. There is a link between the Supply Officer and the main stores building; also, an inter-office system in the Air Stores building. The Captain has inter-communication between his office and a few key personnel in Administration.

As has been pointed out before, several of the departments are split up in two or more buildings. The volume of exchange between the various units of some of these departments is great enough, in our opinion, to justify the use of intercommunication boxes to by-pass the PBX. Even a very efficient PBX provides comparatively slow communication where dozens of inter-departmental calls are involved daily.

It is suggested that the following links are among those which should be considered first in the installation of a two-way system:

1. Air Stores – Repair Hangar;
2. Electrical Officer – Electrical Repair Shops;
3. Engineering Officer – Repair Hangar and subsidiary shops;
4. Commander Air – Squadron Commanders and crew rooms.

VIII. SUPPLY

General Stores

General Naval Stores are housed in three separate buildings. The main building contains the receipt and issue centre and the bulk of stock. There are two smaller buildings

* Appendix B, p. 3

close by. One accommodates the overflow of bulk stores which are materials not required in the immediate future. The other is used for heavy survey stores, i.e., materials which for some reason cannot be disposed of immediately. There is comparatively little activity in these buildings. Oil and gasoline are stored and issued in a separate compound.

The buildings are situated conveniently close to the centre of the work area and the repair hangars. In general they seem equal to the demands currently made on them. However, if the operations of the station were expanded rapidly, as they presumably would be in a case of national emergency, the Supply Section would have to be reorganized radically.

In the first place, it would be preferable if all activities could be brought together under one roof, except the handling of oil and gasoline stores. This would permit greater flexibility in the utilization of floor space, and would allow for the introduction of mechanical handling and pallettization of bulk goods.

Mechanical aids are almost non-existent at the present. With the exception of one 3,000 lb. fork lift which can be used in the large bay of the main building for some of the heavier materials, everything is man-handled. Whereas this system may suffice at present, there is no doubt that mechanical aids would be obligatory if the station's activities were expanded to any extent.

The main building has only one bay of any size. The remainder of the building is cut up into small sections with wood or wire partitions. These cut up the sole adequate floor space which the section possesses. Unnecessary dead space and handling difficulties exist. It may be desirable to partition off clothing stores for reasons of security, but such a problem does not arise with materials such as paints, housekeeping materials and pipe fittings.

Floor space has been increased by erecting a mezzanine over part of the partitioned area, but this space is inaccessible to lift-trucks. All materials must be manhandled.

Air Stores Depot

Air Stores was set up as a wholesale depot to supply the sub-stores at the repair hangars with airframe and engine parts on periodic demand. In practice, however, instead of demanding on anticipated needs over monthly or quarterly periods, the sub-stores make their demands daily and receive daily deliveries.

Several difficulties arise in such a system:

1. Since the sub-stores have not taken the responsibility of anticipating their requirements, this is left up to A.S.D.,
2. Until user data have been compiled, A.S.D.'s best guide to stock-piling has been the RN's publications of such data, but these are not necessarily applicable to RCN requirements;
3. Not being able to anticipate demands with any accuracy, A.S.D. has frequent occasion to initiate procurement on individual items with resulting delays;
4. A start has been made towards compiling the necessary user data, but the shortage of personnel is seriously hampering progress. A.S.D. was not originally allocated personnel for this task.

The procurement of air stores is devious and slow. It is complicated, of course, by the fact that most of the aircraft in service are of British origin. The normal channel is through Naval Headquarters and the RCAF. Special urgent demands require anywhere from three weeks to eleven months to be filled.

Considerable difficulty in the proper designation of parts is experienced between A.S.D. and the sub-stores. There are two sources of error:

1. At the shop, where errors are apt to be made in identifying the catalog description from the part;
2. At the Depot, in the reversal of this process.

The situation is not likely to be improved much until a better catalog system is developed. A more extensive use of illustrations, particularly of photographs, seems imperative. An air mechanic might be expected to identify an engine part from its description, but certainly a storesman should not. His training would have to be far too extensive.

We understand that action is being taken to increase the staff of this section. In view of the increased responsibilities mentioned above, this is probably its greatest immediate need. At the same time, the wisdom of making A.S.D. a ready issue stores is to be questioned. A properly stocked sub-stores would provide a useful buffer and nullify some of the delays experienced in procurement. It would probably necessitate increasing the space available in the present sub-stores and also increasing the staff.

IX. RECREATION FACILITIES AND AMENITIES

Recreation Facilities

Recreation facilities are limited to a recreation hall, gym and a combination football field and ball diamond. The ball field is in a rundown condition. The main space in the hall will accommodate one basketball court, or three volleyball courts, or four badminton courts. It is the only space available for a theatre. Clearly, these facilities are not extensive enough to provide a recreational program for almost one thousand men.

Six bowling alleys are owned by the station, but these are located at Clarence Park, a Naval housing centre, one mile from the station gates. While the bowling alleys are in a most convenient location for the residents of that centre, they are relatively inaccessible to anyone housed at the station. Transportation to the latter is difficult because public transit provides a half-hourly service only.

Appendix D contains precis of memoranda to Canflaglant from the Commanding Officer recommending improvement and extension of the existing facilities. The demands contained in these are modest and represent a minimum of the desirable equipment. We note with satisfaction that hobby shops are included in the design of the living block now under construction.

Canteens

There has been virtually no improvement on the station amenities from public funds. That the men themselves, out of their own pockets, should have been required to refurnish and redecorate the old RCAF establishment seems most unfair. Practically all canteen furnishings were removed by the RCAF from both the men's canteens and the officers' wardroom. Under the circumstances one would have expected to see these basic amenities installed in the same way that they would have been in a newly established station. It has taken almost three years to restore the facilities to a reasonably adequate condition. We understand that representations were made by the Commanding Officer for public funds to do this, but without effect.

Living Accommodation

At present, the men are housed in five two-story buildings located at least one quarter mile from the hangars and the centre of the work area. CPO's and PO's are billeted in frame barracks about a quarter mile from the men. The three groups are messed in a single H-hut, with a common galley, located in the area of the men's living blocks. This area is cut off from the rest of the station by about 200 yards of unpaved road which is in a state of very poor repair. In wet weather the road becomes a welter of mud. The Motor Transport Section is not equipped to cope with the movement of these people to and from their mess at meal-time. Sometimes Chiefs and PO's go without breakfast rather than walk the distance to the mess and back again to work.

Men's barracks accommodate about two hundred in double cabins. They are very poorly furnished, lacking even adequate locker space. The lockers are merely enclosed shelves which will not accommodate clothes hangers or outer garments.

Presumably most of the disadvantages which obtain at present will be eliminated when the new combined Men's, Chiefs' and PO's block is completed next year. It is regrettable, however, that this building (location indicated in Appendix A) could not have been placed closer to the work area.

Laundry

There is no satisfactory laundry service. Presumably the Dockyard facilities are intended to be used. But there is no regular pick-up system and the laundry service itself is reportedly poor: the result is that these facilities are virtually unused.

Laundry space, equipped with domestic type washers, has been planned for the new living block. This innovation will be a distinct advantage to the majority who now do their personal laundry by hand. However, it is not in line with the tendency in the Navy to provide its personnel with laundry service. The RCN has equipped one destroyer, a prototype, with a central steam laundry. If this is to become standard equipment on the ships, one wonders why the same should not be provided at a shore establishment of the size and importance of Shearwater.

Perhaps service with the Dockyard laundry could be made satisfactory, if the transport problem were solved and a frequent and regular pick-up system put into effect However, the most desirable solution would be to install a small central laundry on the station. Perhaps it could be incorporated into the new living block without major structural changes.

The Supply Section has had some previous experience with the type and make of domestic machine purchased for the new block. In their opinion, servicing costs will run high on these machines under constant heavy use.

X. CONCLUSIONS AND RECOMMENDATIONS

As intimated in the introduction of this report, many of our recommendations are the direct result of suggestions offered by experienced and competent officers at RCNAS., modified to some extent by our own observations of the Station's operation.

Action may have already been initiated on some of these points without our knowledge, since it was not feasible for us to maintain continuous contact with Headquarters during the course of investigation. These recommendations should be read subject to whatever development may now be in progress.

A. New Buildings (Ref. pp. 3-4)

1. The general aims in future building programs should be:
   a) To reduce the station area.
   b) To individually consolidate those departments which are now occupying space in two or more separate buildings with no functional necessity for such division.
   c) To locate new buildings with full regard for the functions they will be required to perform and their functional relationship to other buildings.
   d) To give particular consideration to their locations in conjunction with the implied movement of personnel and materials.
2. To achieve these ends, functional details must be worked out before the plan becomes crystallized in the hands of a contractor.
3. Planning teams should include both Headquarters and RCNAS personnel who are familiar with the work to be performed in the proposed building, working in close cooperation.
4. Where the detailed planning of work spaces is concerned, the possibility of consulting a firm of industrial engineers should not be overlooked.

B. Roads (p.11 para. 1)

Considering the amount of pedestrian traffic and the absence of sidewalks, improvement should be made on the existing dirt roads: in particular, that section between the Men's, P.O.'s and C.P.O.'s Mess and the hangar area.

C. Motor Transport (Ref. pp. 4-6)

1. Old vehicles which are expensive to maintain, both in respect of time lost and in cost of repairs, should be replaced as soon as possible.
2. Station needs in terms of kinds of vehicles most urgently required should be fully investigated with the officer-in-charge before purchases are made.
3. The vehicle pool is far too small to answer the demands made upon it, and immediate steps should be taken to augment it.
4. In addition to purchasing new vehicles, it is suggested that this might be achieved by recalling at least some of the multi-purpose vehicles now consigned on permanent loan to various departments and individuals.
5. To avoid early morning delays which are experienced in procuring transport from the pool, the necessary modifications in equipment and routine should be effected to permit Daily Inspections being done at night rather than in the morning.
6. At such time as service personnel (WRCNS, perhaps) are available, it would be advantageous to replace the civilian drivers in the interest of greater flexibility and control, particularly with respect to working hours.
7. A decision should be made on the terms under which the MT Repair Hangar should operate: whether as a service station or as a complete repair shop.

8. The evidence presented to us suggests that the latter would be preferable.
9. If the decision is to authorize what is, in effect, the present system, provision should be made for a more complete shop stores and local purchases should be permitted.

D. Communications (Ref. pp. 7-8)

1. The RCN should use whatever means are available to procure higher wages for PBX operators. This is the most direct way, and perhaps the only way, to acquire and retain experienced operators.
2. A comfortably furnished and decorated rest room should be provided nearby for the operators.
3. If it has not already been fully investigated and judged to be out of the question, the installation of an automatic exchange should be considered.
4. A one-way general announcement system linking all major offices and work-spaces with a central control station would relieve the PBX considerably and provide a much more rapid and complete distribution of information than is now possible.
5. This system should permit selected areas to be addressed.
6. Supplementary to this, and for announcements of interest to the whole personnel, a sound truck should be considered.
7. Two-way intercommunication boxes would be a distinct aid to the operation of several departments. It is suggested that the following links are important:
   a) Air Stores to Hangar Repair Shop;
   b) Engineering Officer to Repair Hangar and several subsidiary shops;
   c) Electrical Officer to Electrical Repair Shops;
   d) Commander Air to Squadron Commanders and crew rooms.

E. Supply (Ref. pp. 8-10)

1. In any future development program, 'general stores,' 'bulk stores' and 'survey stores' should be consolidated under one roof. This would permit greater flexibility in the utilization of floor space and allow the introduction of mechanical handling aids.
2. For the same reasons, partitioning, as a general rule, is to be avoided.
3. The Air Stores Depot is functioning presently as both a wholesale depot and a ready-use stores. Additional staff is necessary if it is to continue to fill this double role.
4. If these two functions were separated, however, and properly stocked sub-stores set up at repair hangars, the effect of having these secondary stores would probably be to reduce many of the delays now experienced.

F. Recreation Facilities and Amenities (Ref. pp. 10-11)

In view of the serious lack of recreation equipment, a new central recreation hall is necessary. It should include the features already recommended by C.O. RCN Air. (Appendix D.1)

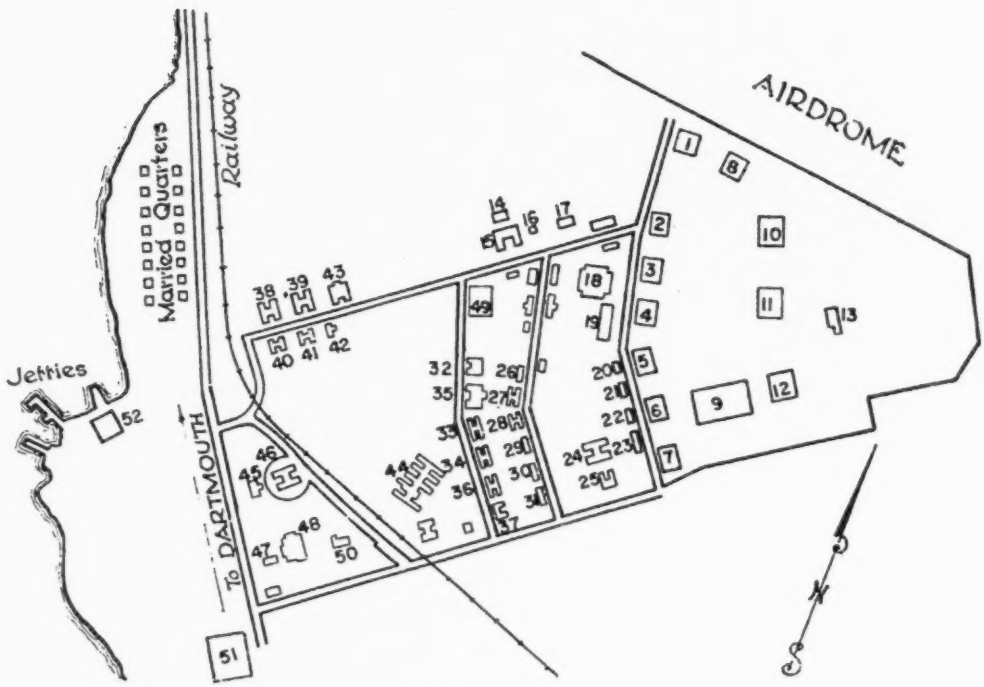
G. Laundry (Ref. p.11)

Unless some means can be found of vastly improving service with the Dockyard laundry, consideration should be given to the possibility of setting up a small central laundry on the station.

It would be desirable to have this incorporated into the new combined Living Block.

APPENDIX A

PLAN – R.C.N.A.S. HMCS SHEARWATER

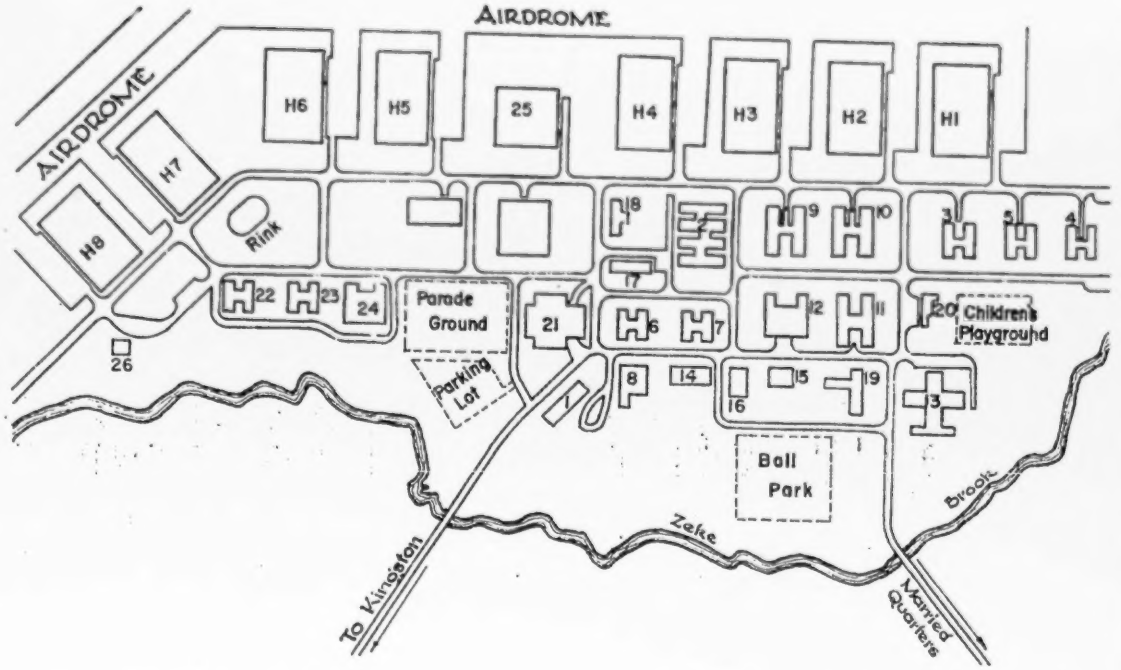


LEGEND

1 School Air Maintenance
2 Storage
3 18th CAG
4 Air Workshop
5 RCAF
6 Station Workshop
7 TCA
8 School Air Maintenance
9 Air HQ and Electrical Shops
10 19th SAG
11 TAG
12 Modifications Hangar
13 Control Tower
14-16 Works & Buildings
17 Operations
18 MT Compound
19 Central Stores
20 Return Stores
21 Bulk Stores
22 Station Workshop Stores
23 Garage
24 Administration
25 Communications
26-31 CPO & PO's' Living Blocks
32-34 Officers' Living Blocks
35 Wardroom
36 CPO & PO's' Mess
37 Men's Wet Canteen
38-42 Men's Living Blocks
43 Men's Mess
44 Hospital & School
45 Snack Bar
46 Mens' Living Block
47 Chapel
48 Gym & Recreation Hall
49 Combined Living Block (Under Construction, 1951)
50 Fire Hall
51 Air Stores Depot
52 MT Hangar

LEGEND

1 Station Headquarters
2 Station Signals, Corporals' Mess, Chapels
3 Officers' Quarters
4 Officers' Quarters
5 Officers' Mess
6 Quarters
7 Quarters
8 NCO's Mess
9 Airmen's Quarters
10 Airmen's Quarters
11 Airmen's Quarters
12 Mess
13 Hospital
14 Commissary
15 Canteen
16 Theatre
17 MT Workshops
18 Workshop
19 Supply Depot (R.C.A.S.C.)
20 Fire Hall
21 MT Compound
22 Airmen's Quarters
23 Airmen's Quarters
24 Combined Mess
25 Recreation Centre
26 Bulk Gas Storage
H1-8 Hangars



PLAN - R.C.A.F. STATION GREENWOOD N.S.

APPENDIX 'B'

VISIT TO RCAF. GREENWOOD, N.S.

March 27-28, 1951.

The purpose of the visit was to acquaint the DRML personnel with some of the features of a typical RCAF Station and thus provide some basis for an evaluation of HMCS Shearwater. Naval personnel who suggested such a trip pointed to Greenwood as an example of a small but well-established and efficient air station.

Our survey covered the most important features of the parallel study at Shearwater, and the following is a summary of the specific aspects of the operation which were covered

1. General physical layout of the station, including the associated dependents' quarters and amenities;
2. Mobile equipment (station transport);
3. Telecommunications (local);
4. Supply section.

I. LAYOUT

The general layout of the station can be appreciated from the plan appended to this report. This plan includes the main compound. The dependents' residence area is on the south side of it, the airdrome is on the opposite side, almost bracketing the shallow arc of hangars.

The residential area consists of over 250 dwellings at present, with more being constructed. A community centre of markets, school, etc., is being built near the geometric centre of the area. At present, two large 'H' buildings in the main body of the station are serving as temporary quarters for families awaiting new houses.

Most of the station amenities are located in the main compound – recreational centre, theatre, canteens and commissary, ball park, hospital and a children's playground.

Living quarters and messes are grouped largely on one side of the central area. Farthest removed are the officers' mess and quarters. Distances, however, are not great and the farthest work point is not more than 10 minutes walk from any mess.

The mobile equipment compound is located near the centre of the whole area and close to the Administration Building.

Hangar No. 1 houses Flying Control and safety equipment; the tower is built on top of the hangar lean-to. Hangars No. 7 and No. 8 are Maintenance and Workshops. The other hangars are operational, one being given over to stores (No. 3).

II. MOBILE EQUIPMENT

ME offices and main compound (garages, gas pumps) are located near the centre of the station area. The repair shop which services light-wheeled vehicles is nearby. Heavy equipment (tracked vehicles, snow-blowers, etc.) are housed and serviced at No. 6 Hangar. In all, 92 pieces of equipment are controlled by ME. Of these, a few pieces are on permanent allocation to various sections – ambulances, crash tenders, bowsers, fire trucks, hangar mules, fork-lifts – viz. those vehicles which are and can only be used by the particular department concerned. *All* personnel carriers, pickups, stakes, dump trucks, panels, bulldozers, are in the pool.

The passenger vehicles are:
- 2 staff cars
- 3 stn. wagons
- 2 heavy cars
- 3 ½-ton panels
- 1 1-ton panel
- 1 40-passenger bus

The panels are fitted with parallel benches which enable them to carry eight or 10 men when necessary. These narrow benches of light metal tube framing are upholstered with leatherette. They do not interfere with the other functions of the vehicles. The bus is used ordinarily for off-the-station transit only.

Trucks include (besides the panels) a ¾-ton pickup, 6 stakes and 7 dump trucks, as well as various more specialized vehicles. These are all retained in the pool although occasionally a section is loaned a vehicle for a specified number of days.

Personnel

There are 34 men in the ME Section, including:

10 drivers in pool, plus 2 on night duty (one acting dispatcher);
5 men in repair shop;
2 (sometimes 3) in heavy equipment hangar.

Five only of the repair men and drivers are civilians.

In nearly all cases when vehicles are permanently allocated, an ME driver is supplied with the vehicle. Even if the driver belongs to the section for which the vehicle works, ME has a fair amount of control over him. He is the only one permitted to operate the vehicle; he makes routine DI's and has his vehicle checked regularly as though it were operating out of the pool. As far as possible, pool drivers operate the same vehicle from day to day.

Virtually all repairs are done locally. The five-man repair shop is a bit understaffed, especially since two of them are employed full-time in routine bi-weekly checks which all operating vehicles receive. The shop is fairly well equipped. Although somewhat cramped for space, almost any job short of a complete engine rebuild is done here. Body work, some engine work and most repairs to tracked vehicles and heavy equipment are done in No. 6 hangar.

The daily inspection is begun each morning at 8:00 A.M. This requires about 10 to 15 minutes. The bi-weekly check is done by a mechanic. The office maintains a log containing details of all services and repairs for each vehicle.

Each driver carries a Daily Instruction Book in which he records each trip with time required and mileage. It duplicates the dispatcher's order sheet.

III. LOCAL COMMUNICATIONS

Local communications are a responsibility of the S.Tel O. The communications system consists of: (1) telephones, (2) inter-communication boxes, (3) a broadcast truck.

PBX

At present there is one PBX operator on duty on each shift (total staff of five airmen operators and one civilian girl). A two-position board has been installed recently and, as soon as the additional personnel can be obtained, both positions will be manned. For the greater part of the day a single operator is hard pressed to maintain good service. The S.Tel.O. reports no personnel difficulties. The present operators have been trained largely by him, and by the civilian girl. The latter is a well-trained, ex-Maritime Telegraph and Telephone operator from whom the airmen have learned some refinements in technique, especially in switchboard courtesy.

Personnel are not directly responsible to this officer but are controlled by the C. Admin. O.

Intercommunication Boxes

'Squawk' boxes are used to a limited extent:

1. C.Ops.O. with C.O. (2-way);
2. C.O. with each of three squadron commanders (1-way);
3. C.Ops. O. – Control tower – Central PBX (3-way).

They serve both operational and administrative functions.

Broadcast Truck

The broadcast truck is used extensively for disseminating information to the whole station. One of three trained drivers from ME operates it according to instructions from C.Tel.O. Parade orders, and general interest information, such as recreational programs, are broadcast by this truck. Its service is described as excellent, but it must be operated by trained men to be effective. There are specific places from which announcements are made. Its effectiveness drops rapidly if broadcasting is carried out while the truck is moving.

Telephones are difficult to obtain. Applications for telephones are made to Maritime Group HQ. General requests from Maritime Group HQ to RCAF HQ at Ottawa require about two months for authorization provided the reasons submitted are accepted. Requests for intercommunication equipment also involve considerable delay. In general, the situation is such that a great deal of improvisation is frequently necessary in order to maintain essential lines of communication (e.g., the Asst.Tel.O. who is responsible for the servicing and maintenance of aircraft telecommunication components, must have frequent contact with his workshops in a hangar 200 or 300 yds. away. A 'squawk' box is obviously required, but in its absence the telecommunications section has provided him with a direct line phone to his three vital sections, a buckshee arrangement which is 'next best thing').

IV. SUPPLY SECTION

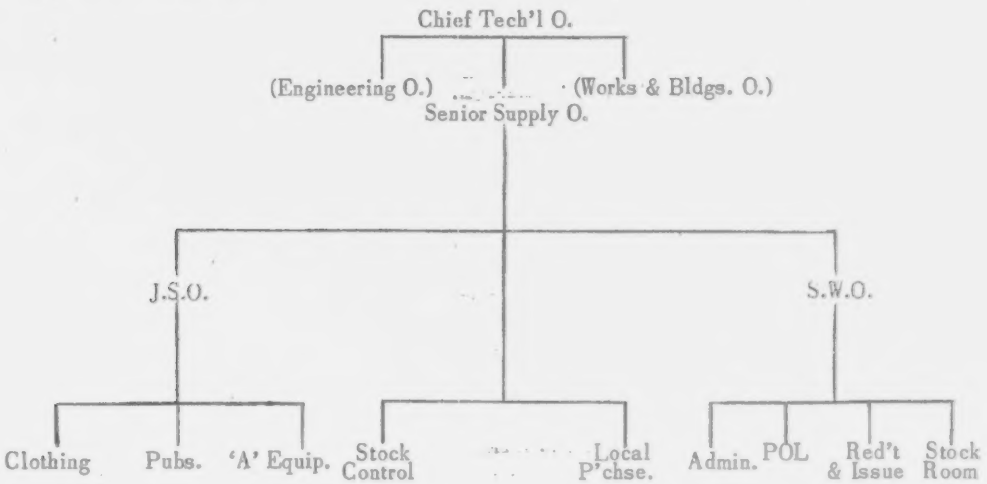
The RCAF makes no distinction between 'air' and 'other' stores. All are handled by the one section. Victualling is carried out by the RCASC and so does not concern this section. At present, main stores are handled in Hangar No. 3, but plans exist for a new building which will be erected in a space back of the maintenance and repair hangars. All stores received and issued on the station pass through this building. Additional outlets for consumable stores on a two to three week requirement basis are provided in sub-stores in hangars 2,4,5,7 and 8. Also, some consumable stores are handled in sub-stores in cases in which immediate replacement may be vital. Hangar No. 7, the busiest sub-store, is provided with a full-time storesman. In the others, technicians rotate the responsibility of keeping the stores. It is believed that this provides good training for the technicians (who are usually corporals). Of course it is also a good training ground for stores clerks and, when the supply section has the personnel available, it intends to have its own people in these positions.

The Supply sections personnel are as follows:

2 officers (F/O's)
1 warrant officer
2 sgts.
3 cpls.
12 AC's
also (Civilian)
3 storesmen
1 steno
1 carpenter

This is slightly below establishment. There should be two additional senior officers.

Organizational Scheme



All demands for stores are 'pre-posted' – i.e., checked against stock cards and posted there before being returned to a clerk for issue. This technique provides a control on over-ordering. It permits immediate action, when necessary, for special procurement, and efficient replacement when stocks run low. Demands raised in the morning are filled that afternoon, and may be picked up then or the following morning. General stores are issued daily. Housekeeping materials, laundry and stationery are issued weekly and clothing bi-weekly. There is a clerk on 24-hour duty for special urgent demands.

At present individual departments arrange for their own pickup, but soon the Supply section expects to be able to deliver daily. Emergency demands (A or AA priority) for AOG's are given special treatment and if procurement must be filled elsewhere, signals are often used. (In one case, a special a/c part was brought from Calgary in 30 hrs.) General stock is kept on a three-month requirement basis, which is estimated on previous consumption rate.

Procurement is made through the main stores depot for the Maritimes at Moncton (AMC) and through direct contract with the trade.

Since little major repair work on aircraft is done at Greenwood, most of the air survey stores are returned to Moncton. For example, an engine requiring extensive repairs will be returned to AMC by way of Supply, and another demanded to replace it. Service with AMC is reported satisfactory.

The main stock area in the Supply hangar is divided into three portions:

1. Heavy equipment – engines, wheels, motors, heavy bulk stock, etc., – occupies one large floor space. Handling is facilitated by hand trucks and a fork lift.
2. Bin stock. This is subdivided into housekeeping materials and machine parts, and there is a locator card system. The bins are well indexed.
3. Clothing stores.

Receipt and Issue occupies one corner of the heavy goods section. One NCO-in-charge does all the checking in of new stock and issuing of heavy goods. For small goods, each user-section has a shelf space alongside the main stock bins. As each order is filled, it is filed in the appropriate section along with a copy of the demand and is then ready for pickup.

A complete inventory of stock is taken annually. Also, a continuous check on stock is made by the junior Supply Officer by bin-checking a random selection of items. The annual inventory is done in cooperation with the Accounts Section. They take responsibility for stock audit and maintain an office, where the stock ledgers are kept, adjoining the main Supply Office.

APPENDIX 'C'

FROM: Resident Engineer, R.C.N. Air Station, Dartmouth, N.S.

DATE: 1st September, 1949. FILE: ABD 7650-223/24

TO: EXECUTIVE OFFICER, R.C.N. AIR STATION, DARTMOUTH, N.S.

COPY: M.C.E. and M., H.M.C. Dockyard, Halifax, N.S.

RE M.T. TRANSPORTATION

Lack of M.T. Transportation is seriously affecting the efficiency of the C.E. & M. Department and has been doing so for some time. Since it was understood that steps were being taken to increase the number of vehicles, no definite complaints were made from this department as it was hoped that the situation would be improved momentarily.

2. Now, since a considerable period of time has elapsed and no improvement is apparent, it is requested that some action be taken as considerable man-hours are being wasted both by the tradesmen and their foremen on this account.

3. At the present time, the trucks from the Tractor Section are allocated as follows:

Plumbers	One 1941 Ford Pickup
Electricians	One 1941 Dodge Panel
Carpenters	One 1941 Dodge Stake
Labourers	One 1940 Army 4 × 4 Plus one 1945 Ford 2-ton dump when not required by the 1st Lieut.
1st Lieut.	A second 1945 Ford 2-ton dump

4. Due to the fact that the station is of sprawling nature, it is recommended that the following M.T. Vehicular Complement be made available to C.E. & M. with emphasis on *new* vehicles.

Plumbers	One ¾ ton Pickup
Electrician	One ¾ or 1 ton Panel fitted with tool boxes, ladder racks, etc.
Carpenters	One ½ or ¾ ton pickup for moving personnel and light material. To be used by foreman. One 3-ton stake truck for hauling large equipment and lumber.
Labourers	One ¾ ton pickup for use of foreman and moving personnel Two 3-ton dump trucks for general duties. Same could be fitted for emergency snow removal.
Painters	One ¾ ton pickup for use of foreman and moving personnel and material.
Staty. Engrs.	One ¾ ton panel for supervisory engineer and for moving equipment
Clerk of Works	One ¾ ton pickup for supervisory purposes and general movement of men and supplies. At present the Clerk of Works provides his own transportation at his own expense.

5. Thus the recommended increase is from 5½ vehicles of ancient vintage to 10 new vehicles. Note that no allowance is made for replacement while a vehicle is undergoing repairs.

6. Further, due to M.T. regulations concerning Daily Inspections, vehicles are always late in arriving at the beginning of the day, sometimes as late as 0830 or 0840 hrs.

7. May it be suggested that instructions be issued to the effect that vehicles be immediately dispatched to the C.E. & M. Department in the morning and that the Daily Inspections be carried out between 0930 and 1000 hrs? In this way all tradesmen and materials can be put to work without delay and D.I.'s will be done during a slack period.

(sgd) C.C. Lemmon, Resident Engineer

FROM: The Resident Engineer, R.C.N. Air Station, Dartmouth, N.S.

DATE: 20th December, 1949. FILE: ABD 7650-224/24

TO: THE COMMANDING OFFICER, R.C.N. AIR STATION, DARTMOUTH, N.S.

RE LOST TIME DUE TO LACK OF MOTOR TRANSPORT

Submitted for consideration with respect to the marginally noted subject that lack of Motor Transport seriously hampers the efficiency of this department and creates excessive maintenance costs.

2. It is pointed out that no blame can be attached to the Officer in charge of Motor Transport. In fact he has cooperated excellently within the limits afforded by the broken-down antiques with which he is supplied.

3. Lack of sufficient Motor Transport facilities has always been felt by this department, and, during the past summer, the loss of time in man hours began to assume serious proportions. However, as it was rumoured that more vehicles were to be allocated to this station, the Resident Engineer held his complaints in abeyance until September 1st, 1949 on which date he sent a memorandum under file ABD 7650-223/24 to the Executive Officer pointing out the need of additional vehicles and the types best suited for the work to be carried out.

4. A summary of Lost Time in Man Hours is set forth below and is based on an average over the past few weeks.

Carpenters

Morning – ½ hr. for 18 men	9 man hours
During day – 2 hr. for 12 men	24 man hours
	33 man hours

Plumbers

Morning – ½ hr. for 12 men	6 man hours
During day – ¼ hr. for 8 men	6 " "
	12 " "

Painters

Morning – ½ hr. for 9 men	4.5 man hours
During day – 2 hr. for 6 men	12 " "
	16.5 " "

Electricians

Morning – 1/8 hr. for 11 men	3.3 man hours
During day – 1 hr. for 5 men	5 " "
	8.3 " "

Labourers, Riggers & Fitters

Morning – ½ hr. for 23 men	11.5 man hours
During day – 2 hrs. for 10 men	20 " "
	31.5 " "

Heating Section

During day approx. 10 man hrs. lost

Grant Total lost per day	111.3 man hours
Man hours lost per 26 day month	2893.8 " "

Heating Section man hours lost is based on lowering of efficiency due to not being able to give emergencies the priority they require.

5. It is suggested that the morning delay could be cut down considerably if the D.I.'s were done between 9.30 and 10.00 A.M. in order that vehicles could report to this department at 8.00 A.M. to distribute workmen and materials to their particular jobs. If this could be arranged, the drivers of the vehicles could take advantage of the lull to D.I. vehicles about 9.30 A.M.

6. In addition to the above is the fact that hand excavation for locating and repairing breaks in underground water, sewer and steam lines is extremely excessive due to lack of serviceable excavating machinery. The shovel and clam have been unserviceable for months and each break in the above lines ties up men for a long period of time and runs the cost up tremendously.

7. May this matter be discussed fully and some arrangement made whereby the maintenance costs of this station be reduced as much as possible?

(Signed) C.C. Lemmon,
Resident Engineer.

RCNAS, Dartmouth, N.S. 21st Dec. 1949.

ABD 7650-223/24

Mr. D.McN. Lowe,
M.C.E. & M.,
HMC Dockyard,
Halifax, N.S.

Re Lost Time Due to Lack of Motor Transport

Attached hereto for your information is a copy of a report sent to the Commanding Officer of this station stating the Lost Time incurred by this Department due to lack of sufficient Motor Transport.

2. As this is only one of the many departments so affected, it is understood that the Commanding Officer will endeavour to remedy the situation by taking up the matter with the appropriate authorities.

3. The above mentioned lack of Motor Transport increases the maintenance costs considerably. It is estimated that the costs incurred by the five trades sections is about $109.00 per day.

4. It can readily be seen that if the Lost Time of all departments on this station, due to lack of motor transport, were to be added together, it would not take long to pay for quite a few new trucks.

(Signed) C.C. Lemmon,
Resident Engineer.

FROM The Resident Engineer, R.C.N. Air Station, Dartmouth, N.S.

DATE 15th June, 1950. FILE ABD 7650-223/24

TO THE COMMANDING OFFICER, R.C.N. AIR STATION, DARTMOUTH, N.S.

RE M.T. VEHICLES

Submitted that at the present time the following vehicles are allocated to the Civil Engineering and Maintenance Department

(a) Electricians	– 1 new panel truck
(b) Carpenters	– 1 old stake truck
(c) Plumbers	– 1 old panel truck
(d) Labourers	– 1 dump truck or 2 when available from the Tractor Section

2. There is no transportation for the supervisory staff which include Mr. Webber, Mr. Martin and the various foremen since the above vehicles are kept busy transporting material and men.

3. The Stationary Engineers make their own arrangements for transportation as it is required.

4. May one of the New Pickup trucks be allocated to this Department for supervisory purposes as it is sorely needed on a station as widely spread as this one is.

(signed) C.C. Lemmon,
Resident Engineer.

APPENDIX 'D'

FUTURE PLANNING OF AMENITIES FOR SHEARWATER
(PRECIS)

FROM: C.O. RCN Air

FILE: ABD 7501-223/24

TO: Canflaglant

RE: Sports and Rec. Equipment

Present equipment includes:

1. Rec. hall and gym. with main hall which can be used as

   1 basketball court or,
   3 volleyball courts or,
   4 badminton courts or,
   1 stage or,
   1 movie

2. .Very poor football field.

3. Small canteen.

4. Six bowling alleys, 1 mile from Station at Clarence Park.

Some improvement work has been done on these in the past two years, largely from non-public funds.

Facilities desirable are:

A. Central Recreation Hall, with

   1. Theatre, stage and screen
   2. Floor large enough for two basketball courts
   3. Hobby shop
   4. Library and Reading Room
   5. Suitable rooms for 'club' use with snack bar, soda fountain
   6. Swimming pool
   7. Bowling alleys
   8. Four squash courts
   9. Showers

B. Two more football grounds, one with cinder track

C. Six hard tennis courts.

The new Recreation Hall should be in the immediate vicinity of the planned living block. (This block will contain dry canteen, tailor shop and cobbler).

Theatre and recreational floor space should be combined. (One US Service scheme employs strips of theatre seats on wheeled units which can be unlocked and rolled away under stage).

PRECIS

FROM: C.O. RCNAS, Dartmouth, N.S.

DATE: 4 Aug. 1949.

FILE: ABD 1700-223/24

TO: Superintendent, HMC Dockyard, Halifax, N.S.

RE: Sports Areas and Facilities RCNAS

	Estimated Cost
– baseball field & bleachers opposite recreational hall	$2205.00
– football bleachers, SW of 21 Hangar	9910.00
– softball circuit, etc., field & bleachers, NW Administration Bldg.	7363.00
– band building – move nearer to recreation hall; four squash courts	745.00
– boxing ring	627.00
	$20,850.00

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TITLE:(U) A SURVEY OF OPERATING CONDITIONS AT R.C.N. AIR STATION H.M.C.S. SHEARWATER, EASTERN PASSAGE, N.S.

PERSONAL AUTHOR: FRIZELL, R.N.

CORPORATE AUTHOR: Defence Research Medical Labs, Toronto ONT (CAN)

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Important Notices